

Appendix 3 : Examples of potential Council based actions for implementing Living well as a whole systems approach to healthier lifestyles

Corporate Leadership Team
Ensure visible cross system strategic leadership and buy in and delivery of every individual, team and business plan recognising their role and contribution to health and wellbeing (including using Living Well as the named lever for doing this).
Adopt a ' Health in all Policies' approach (HiAP) as Living Well across all sectors in the local authority for tackling complex health issues and embedding health in the work of all partners. This supports a coherent approach for action and will provide a way to cross reference actions in other areas and ensure they do not undermine actions for other departments
<p>As a large employer, local authorities should be exemplars in workplace health</p> <p>Examples of how this could be achieved are:</p> <p>Adoption of the Living Well Business Pledge (in progress) and delivering workplace wellbeing at the highest standard e.g.:</p> <ul style="list-style-type: none"> • Utilise Living Well employer resources to promote wellbeing around the workplace including on stairwells and lavatories etc. • have a workplace wellbeing lead in each team- with senior staff recognising their position as role models for healthy and active lifestyles in the work place and their role in reducing in reducing workplace stress and promoting mental wellbeing during times of change and pressure. • adopt the Living Well Food Pledge across all council run/ procured food outlets • ensure delivery in practice is above and beyond than that within the Living Well food pledge e.g. all council outlets comply with Government Buying Standards for Food and catering services (GBSF) and PHE's healthier catering guidance which offer employees healthier options- consider all in house catering and ensure it healthiest options are the cheapest • put policies in place to support access to weight management approaches, for example ensuring the availability of healthy food choices and the provision and promotion of physical activity (walking meetings/non-working lunch) and ensure the policies are being implemented as intended with mystery shopper type visits. • work with transport colleagues on travel planning to promote safe modes of active travel to and from work on a daily basis • Promote cycle to work schemes and provide facilities such as showers and secure cycle parking in all building and promote bike loans etc. • have a policy to support breastfeeding in the workplace • develop policies on healthy vending machines within local authority buildings and leisure centres (work commenced) Food procured and sold on local authority owned buildings, public spaces and leisure services can be included by ensuring contracts are aligned with GBSF. <p>There may also be opportunities to control advertisements on LA owned advertising hoardings.</p>
Link with the communications and marketing team to develop and promote the work of the local authority in health and wellbeing- using the Living Well narrative about making it easier to be healthy and active- to promote initiatives that are taking place within the Local Authority whether large or small – 20mph zones, or and older persons dance class or as a role model for good practice on wellbeing such as healthier food provision. (see also communication and marketing).
Elected members
Strong vertical and horizontal leadership on addressing the challenge of improving wellbeing but particularly obesity is critical to successful delivery of a whole systems approach such as Living Well. This has been clearly evidenced by the Amsterdam Healthy Weight work. Recognising Living Well as our whole systems approach to healthier lifestyles (including addressing obesity) will provide a visible and strategic leadership to promote healthy weight in children, young people and families across all levels within the local authority
Adopt a ' Health in all Policies' approach (HiAP) as Living Well across all sectors in the local authority for tackling complex health issues and embedding health in the work of all partners. This

supports a coherent approach for action and will provide a way to cross reference actions in other areas and ensure they do not undermine actions for other departments
Utilise the Overview and Scrutiny process, to hold the system to account asking – how does this support our commitment to Living Well? Does it make it easier for the community to be more active/ access healthier food options/ improve their wellbeing? Deep and broad coordinated actions, which in themselves, alone, may feel insignificant, will be required across the system to deliver changes in childhood obesity rates in particular.
The Health and Wellbeing Board is ideally placed to involve partners in Living Well by making full use of its local systems leadership role to promote a system-wide high-level commitment to taking a short, medium and long-term whole systems approach for taking action. Living Well is additionally accountable to ICB.
Elected members can help by raising awareness of opportunities for health improvement by raising the importance of assessing progress with an objective measurement, such as the National Child Measurement Programme and improving their knowledge and awareness through taking up Making Every Contact Count training among other opportunities also available from the Living Well Academy
Elected members can help children, families and individuals who are concerned about their lifestyle or wellbeing by being aware of initiatives that are available locally and signposting to local support and advice at www.mylivingwell.co.uk
Elected members can consider ways to raise the profile of Living Well and its initiatives including the food outlet and employer pledges through involving the community via informal meetings with local people/groups and at formal ward meetings

Health and Social Care
Use a systems thinking approach in all discussions and decision making cycles within the sustainability and transformational partnerships/ accountable care organisations to support Living Well in achieving whole systems approach to promoting health and wellbeing.
Map progress of local delivery of actions identified in PHE Local Health and Care Planning: Menu of preventative interventions
As part of the integrated care pathways, commission evidence-based, preventative public health interventions to promote healthy weight in children, young people and families that are delivered through: <ul style="list-style-type: none"> • the commissioning of clinical services and care pathways • improving health service environments to support healthier food and drink choices, increased physical activity opportunities and reduced sedentary behaviour • Making Every Contact Count and Conversations For Change from the Living Well Academy to enable all health and social professionals empower clients/patients to make healthier choices and improve access to relevant services (In progress- over 10% of Bradford District workforce have now been trained)
Implement the ' Everyday Interactions Measuring Impact Toolkit ' provides a quick, straightforward and easy way for health care professionals (HCPs) to record and measure their public health impact in a uniform and comparable way. Additionally, utilise the childhood obesity impact pathway for healthcare professionals and the wider public health workforce to record and measure actions undertaken as part of routine care which impact on childhood obesity
Work with and adopt Living Well brand as part of local health and social care campaigns to shape local behaviour change to ensure the public are receiving consistent messages and a local trusted source of information on wellbeing is developed.
Encourage all our health and social care estate and providers to adopt the Living Well pledges for businesses and food outlets (link to hospital food CQUIN) and be assured that they are delivering

to their maximum potential to make it easier for patients, clients and staff to be healthier at all levels.
Encourage hospital and community health care providers to sign up to and work towards achieving the Baby Friendly Standard (in progress)
Healthcare service specifications and contracts should include the following in all provider contracts (this list is some ideas but not exhaustive and mainly focuses on healthy weight-probably best linked into the social value procurement work taking place to get consistency in standards across the system) <ul style="list-style-type: none"> • use the Eat Well Guide to promote healthy eating in those aged 2 and over • use the CMO guidance to promote messages around physical activity • implement the Government Buying Standards for food and catering services (GBSF) and PHE's healthier catering guidance including making the Living Well pledge for employers (and food outlets – as appropriate) • use the 'Making Every Contact Count' approach to provide health promoting messages around healthy weight and accessing training through the Living Well Academy
Children's Services
Early years
Early years providers should look at ways to minimise sedentary activities during play time, and provide regular opportunities for enjoyable active play and structured physical activity sessions. An example of how this could be achieved is through the guidelines for physical activity by the Chief Medical Officers
Early years providers are in a position to ensure children eat regular, healthy meals in a pleasant sociable environment free from distractions. PHE have developed a resource which provides example menus for early years settings in England
Promote the awareness of Healthy Start which provides free vouchers to families on low incomes that can be exchanged for fresh or frozen fruit or vegetables, milk and vitamins for mother and baby
Work with and adopt Living Well brand, campaigns and resources to shape local behaviour change to ensure the public are receiving consistent messages and a local trusted source of information on wellbeing is developed.
Through the Healthy Child Programme, utilise the mandated contact points to deliver Making Every Contact Count brief interventions on the value of parenting, so children have a healthy balanced diet and meet the CMO guidelines on physical activity and provide consistent messages about weight and know how to support families to achieve and maintain a healthy weight
Looked After Children
Ensure implementation of our statutory duty to ensure a looked after child has access to any physical or mental health care they may need includes having a healthy weight, good levels of physical activity, and good oral health
Utilise the data and information to consider the health and wellbeing needs of looked after children
Providers of care settings for children can create environments that support healthy eating choices, ensure children eat regular, healthy meals. Encourage them to use the PHE example menus for early years' settings in England for example. Settings can also create active environments by giving opportunities for play, sport and recreation activities meeting the CMOs guidelines
Use dental teams to contribute to a multi-agency approach to safeguard children, a healthy diet will impact on children's oral health. A child with poor dental health may be indicative of dental neglect and an early sign of wider safeguarding issues.
Provide children in care, and those leaving care with the skills, confidence, and knowledge to achieve: <ul style="list-style-type: none"> • a healthier weight • good oral health • good mental wellbeing and resilience • knowledge of how to cook and source healthier food • the required levels of physical activity

Develop and provide social workers and other staff with training on the risks to children and young people of being an unhealthy weight, how to give consistent messages about weight and know how to support them and their families to achieve and maintain a healthy weight

Children With Disabilities

Local authorities have the opportunity to achieve better health outcomes for children and young people with disabilities by bringing together local services to help improve access to health services, leisure and play facilities.

Raise awareness to health care professionals and policy makers about the risks overweight and obesity pose to children and young people with disabilities so that they can work with families and communities to help reduce the risks and ensure professionals give consistent messages around healthy weight

There is a need for interventions in the early years of life to prevent, as much as possible, children with disabilities reaching an unhealthy weight and developing related health conditions. When developing health promotion strategies, ensure they encompass a multiprofessional, multi-agency approach with the family and child at the centre.

Education, Schools and Post 16 Education

Head teachers and governors of all primary schools

Schools should consider adopting a 'whole setting approach' implementing policies and practices to support healthy weight, food and the promotion of physical activity. (Living Well schools programme is currently under development to bring many of these areas together for schools)

Use the 'What works in schools and colleges to increase physical activity' and adopt a co-ordinated 'whole school approach' utilising the [8 promising principles](#)

Schools support and work proactively with school nurses and others so that the NCMP is an integral part of the whole school approach to healthy weight using 'Our Healthy Year' resources (supporting resources 2 and 3).

Implement the School Food Plan to champion a whole school approach to food to create a culture and ethos of healthy eating

Use the Government Buying Standards for Food and Catering Services (GBSF) nutrition criteria and the School Food Standards for primary

Offer a school breakfast club where at least 40% of pupils are eligible for free school meals with healthy food choices offered

Use Food Teaching in Primary Schools: a framework of knowledge and skills

Encourage schools to visit the [School Zone](#) website and explore the free Change4life teaching resources for primary schools, and Rise Above lesson plans for secondary schools

Many primary schools across Bradford are adopting Daily Mile initiatives in their school day because of the well-established links between physical activity, improved mental wellbeing and educational attainment. This initiative provides the opportunity of accommodating 30 minutes of activity during the school day and supports the Government's national ambition

Focus on the least active children to take part in a range of activities through the Primary PE and Sport Premium

Work with local authority transport colleagues to actively promote safe modes of active travel to and from school and college settings (in progress led by PH and link with Highways).

Train school staff so that they are aware of the risks to children and young people of being an unhealthy weight and know how to have conversations about weight management with children and their families and ensure they use consistent messages (in progress through Living Well Academy linked to Living Well Schools)

Head teachers and governors of all secondary schools and colleges

Adopt a 'whole setting approach' implementing policies and practices to support healthy weight, healthy food and the promotion of physical activity. (Living Well schools programme is currently under development to bring many of these areas together for schools)

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Work with local authority transport colleagues to actively promote safe modes of active travel to and from school and college setting (link with Highways).

Train school staff so that they are aware of the risks to children and young people of living and unhealthy lifestyle and know how to have conversations about making changes with children and their families ensuring they use consistent messages (in progress through Living Well Academy linked to Living Well Schools)

Use [Food Teaching in Secondary Schools: a framework of knowledge and skills](#).

Support young people to meet the guidelines for physical activity as advised by the UK Chief Medical Officers.

Economic Development, Regeneration and Employment

Economic development, regeneration and employment departments should link with planning colleagues to ensure that the health of local populations and the workforce, and their families, are considered as part of the local development plans (already in progress through PH engagement and contribution to core plan).

Encourage local employers through the Chamber of Commerce, Local Enterprise Partnerships and via the local authority's contractual levers of procurement (using the Social Value Act 2012) to adopt the Living Well Business Pledge and encourage/ mandate contractors to deliver workplace wellbeing initiatives to the highest standards including:

- utilise PHE's Workplace health resources which provide [guidance to employers including local authorities and commissioners](#)
- provide healthier and more sustainable catering in line with PHE guidance including adopting the Living Well Food Outlets Pledge
 - put policies in place to prevent, support and manage obesity for example ensuring the availability of healthy food choices and the provision and promotion of physical activity (walking meetings/non-working lunch breaks)
- work with transport colleagues on travel planning to promote safe modes of active travel to and from work settings on a daily basis
- promote cycle to work schemes and provide facilities such as showers and secure cycle parking
- have a policy to support breastfeeding in the workplace
- support people with disabilities and long term conditions into work or training

Actively promote and support the development and long term success of healthy and sustainable food businesses. This could include the promotion and incentivising of new and existing food businesses to adopt healthier 'out of home' food provision and achieve the Government Buying Standards

Provide employment advisors with training to promote healthy lifestyle messages and support them to deliver brief advice on physical activity, diet and weight by accessing the Making Every Contact Count training through the Living Well Academy.

Highways

Consider how active travel is integral within transport policies

Ensure that safe, convenient, inclusive access for pedestrians, cyclists, and public transport users is maximised and is prioritised over private car use

Focus on converting short car trips to active travel and public transport. Consider how to minimise car parking as a way both to support local economies (e.g. local high streets) and to promote sustainable modes of transport

Demonstrate how policies and budgets can maximise active travel and benefit health, the economy and the environment.

Encourage transport planners to work with lower tier authority planners (refer to Planning section) to encourage new developments to maximise opportunities for active travel by ensuring:

- appropriate infrastructure (e.g. cycle lanes, cycle parking)
- new developments do not adversely affect capacity and safety of surrounding cycling networks
- travel plans for new developments (including schools and leisure space and facilities) prioritise and support active travel over car transport as part of designing safe and attractive neighbourhoods

Work with Local Enterprise Partnerships to ensure that the economic value of active travel is considered in local developments, and demonstrate how it contributes to the functioning and prosperity of local areas, for example, developing local cycling and walking investment strategies.

Support 20mph speed limits in residential areas to give greater protection to pedestrians and cyclists, especially children, and promote road safety in urban and rural settlements to complement school policies on safe and active travel

Work with schools and workplaces on travel planning to promote safe modes of active travel to and from settings on a daily basis. Monitor and evaluate the use of travel plans. Develop child friendly communities - promote local 'street play' initiatives (in progress)

Housing

Link with planning colleagues to ensure that opportunities to improve social housing and their neighbourhoods are fully realised (link to Planning).

Work with Local Enterprise Partnerships and Local Nature Partnerships to support the delivery of blue/green infrastructure (such as parks, gardens, trees, woodland, green roofs/walls, rivers and ponds) for any new and existing social housing developments

Work through local authority owned estate or contracts with housing associations/ organisations to:

- create interiors which are able to house a healthy lifestyle - building homes with kitchens big enough for people to store, prepare and cook home-made meals will help people to make better lifestyle choices
- provide attractive, well-maintained open spaces for exercise, relaxation, play and open spaces to grow food
- make changes such as dedicated cycle lanes, well-placed bike racks and wide, well-lit pavements will encourage individuals to leave their cars at home
- encourage local residents, of all ages, to play an active role in deciding what their open spaces should be like, how they could be used and how they should be looked after
- ensure that the maintenance and long-term care of gardens and open spaces are treated as essential
- offer programmes and activities to improve health and wellbeing for residents
- provide staff with training on brief interventions so that they can have healthy related conversations with clients, give consistent messages and signpost them to local physical activity, healthy eating and weight management support

Leisure, Sport and Culture

To support the achievement of outcomes around health and wellbeing, local authorities could either provide or procure good-quality services and interventions to:

- promote accessible opportunities for physical activity including sport centres, swimming pools, athletic tracks and gyms
- include the delivery of more focussed health and wellbeing outcomes
- use the PHE Standard Evaluation Framework for physical activity interventions
- have targets to support and encourage inactive individuals to be more active
- work with and adopt Living Well brand and campaigns to shape local behaviour change to ensure the public are receiving consistent messages and a local trusted source of information on wellbeing is developed.
- adopt the Government Buying Standards for Food and Catering Services (GBSF) for food provision including for vending machines in all leisure/sports centres
- provide staff training to promote healthy lifestyle and consistent messages and support them to deliver brief advice on physical activity, diet and weight through Making Every Contact Count and Living Well Academy

Utilise voluntary, community and social enterprise (VCSE) sector opportunities to empower and support children, young people and their families to make lifestyle changes

Encourage local champions to promote the importance of participation in sport and physical activity as a means of improving health and wellbeing and ensure they are promoted as Living Well hero's through mylivingwell.co.uk

Link with colleagues in Planning; Public Health; Highways and Transport; Parks and Green Spaces to identify how the natural and built environment can contribute to creating healthy and sustainable communities

Maintain an up to date resource/audit of local opportunities for physical activity that can be used by health and care and other professionals giving brief interventions and advice including ensuring it is also available at mylivingwell.co.uk

Parks and Green Space

Develop and promote a green infrastructure strategy with a wide range of partners including Public Health. As part of this work, review no ball games policy and question whether it is still relevant, or if it creates unnecessary barriers to children and adults engaging in physical activity, whilst being sympathetic to community needs. As part of the work, ensure open spaces are accessible to as wide a range of communities as possible, including on foot, by bicycle and using other modes of transport involving physical activity, as well as by public transport

Achieve the Green Flag Award for parks and green spaces

Work in partnership with:

- planning colleagues so that new developments provide appropriate green space, linking in with existing networks
- the leisure services department (refer to leisure, sport and culture) to identify opportunities to provide sport and physical activity in local green space
- community and voluntary organisations such as Local Nature Partnerships and allotment societies to improve the provision of high quality, local, accessible and safe green space and support community food growing initiatives and projects
- support the development of local green/blue infrastructure strategies in line with the 25 Year Environment Plan

Learn from national leading case studies e.g. [Active Parks](#) and [designing active parks](#)

Planning

Ensure that the overall vision and spatial planning objectives reflect the social role of planning in supporting strong, vibrant and healthy communities, and tackling inequalities

Use Health Impact Assessments (HIA) to ensure that proposed developments including schools are considered from a health perspective, specifically the impact on levels of physical activity and healthy food choices. The National Planning Practice Guidance refers to HIA as a useful tool to assess and address the impacts of development proposals. Information is systematically recorded by using the local planning authority's Annual Monitoring Report to evaluate the health impacts of planning policy and development schemes

Make full use of planning powers to restrict the growth of hot food takeaways near schools and in town centres. Many councils have achieved this through the development of food polices and supplementary planning documents with the objective to restrict the number of fast food outlets located near schools

Section 106 agreements and the Community Infrastructure Levy can be utilised to support healthy weight schemes financially and can be proactively managed so that health and wellbeing provision is built into the planning process. This ensures that spatial planning makes ample provision for parks, playing fields, walk and cycle ways to encourage active travel

Planners have an enabling role to ensure facilities and infrastructures exist to give everyone the opportunity to live in a healthy-weight environment. It is important for Planners to work proactively with public health, economic development and regeneration, housing, leisure, sport and culture and parks and green space. The 6 Healthy Weight Environment elements are:

- movement and access: sustainable travel or active travel
- open spaces, play and recreation: green infrastructure, formal and informal play areas
- healthy food environments: food growing and access to healthy food retail
- neighbourhood spaces: public spaces that are attractive, easy to get to, and designed for a variety of uses
- buildings: design and layout of homes and commercial spaces
- local economy: town centre retail and food diversity

Procurement

Encourage local authorities to adopt the Government Buying Standards for Food and Catering (GBSF) across the whole organisation and commissioned services. Contracts with internal, arms-length and external local authority providers should:

- provide healthier and more sustainable catering in line with DEFRA and PHE guidance
- have policies in place to prevent, support and manage obesity for example ensuring the availability of healthier food choices and the provision and promotion of physical activity for example walking meetings/non-working lunch breaks
- work with transport colleagues on travel planning to promote safe modes of active travel to and from work settings on a daily basis
- promote cycle to work schemes and provide facilities such as showers and secure cycle parking
- have a policy to support breastfeeding in the workplace
- support people with disabilities and long term conditions into work or training

Regulatory Services, Environmental Health and Licensing

Consider how you could utilise the road map in the PHE Strategies for Encouraging Healthier 'Out of Home' Food Provision: A toolkit for local councils working with small food businesses identifies interventions and action to be taken at a local level including but not limited to):

- using local street trading powers to restrict fast food vans near schools
- advising and supporting food businesses to use healthy and sustainable catering
- promoting the use of the Government Buying Standards for food and catering services (GBSF) and uptake of the Living Well Pledge
- working with Public Health colleagues to develop, promote and be involved in a local healthy catering scheme Work with Planning colleagues to restrict the number of fast food outlets at a local level (refer to Planning).

Utilise enforcement on other issues such as disposal of fat, storage of waste and litter; food safety controls and compliance and restrictions on opening times

Communications and Marketing

Communication and marketing can support the promotion of key messages and engagement with the community on healthy weight and healthier lifestyle behaviours. Living Well branding and communications guidelines are in development- achieving consistent messaging is key as well as remaining distant from being perceived as public bodies “telling people how to live” etc.

Introduce a clause within the Council communication and marketing policy not to receive sponsorship from, nor advertise, food/drink high in fat, sugar and salt through billboards, in publications or elsewhere.

Health messages which are communicated to children, young people and families should be consistent and evidence-based. They should also avoid stigma or discrimination of any particular population or community.

Use local data to create compelling and relevant content for the local population. There is a wealth of data that can be used to engage local people – for example the National Child Measurement Programme (NCMP) provides regional data on prevalence of overweight and obesity. Obesity continues to be newsworthy, both nationally and regionally, so this can be a way of alerting people to the local obesity picture but in a non-judgemental way. PHE also provides data on the density of fast food outlets across England, which can be used to highlight how our environment can prompt us to make unhealthy choices.

These can present opportunities to create proactive communications about what the local authority is doing to address these issues. If positive work is being done (e.g. to tackle local levels of obesity, or restrict the growth of fast food outlets) this may be of interest to local media – or even national, if the work is innovative or novel.

Council communications can be used to influence local stakeholders. For example, if a positive case study is showcased in the media (for example a local business helping customers to make healthier choices through the Living Well pledges) this may incentivise stakeholders to follow suit.

Similarly, by showcasing examples of positive work from departments within the Council (through our internal channels and, where appropriate, external channels) this may encourage other departments to make positive changes.

Use our intranet and social media channels to promote examples of good practice